Mandate

To promote, support and improve health and health care delivery.

Mission

Bold catalyst for innovative change for improved health care for Ontarians through applied research and its uptake.

Vision

Seeding change in health care.

Values

The Change Foundation, as an applied research charity, will, in all it does, reflect:

Courage  
To take on the challenge of bringing change

Innovation  
To create through applied research new ways

Honesty  
To stand behind the evidence in the research

Diligence  
To undertake all Foundation activity with transparency, accountability and with due regard for risk

Benevolence  
To remember as a charity our first duty is for the public good

Equity  
To undertake our work for the benefit of all.

The Change
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The Change Foundation was established and endowed by the Ontario Hospital Association and over the years the two organizations have benefited from a close working relationship. The OHA is currently developing a new strategic direction for itself and the Foundation will create its new strategic plan in a parallel time frame to ensure we continue to work together in meeting our respective goals.

The Change Foundation welcomed its new nine-person board of directors in August 2005. Tony Dagnone, former President & CEO of London Health Sciences Centre and the OHA Board’s Immediate Past Chair, was elected as the Chair of the Board of Directors for the Foundation. Other new board members include Gail Donner, Scott Dudgeon, John Hudson, Teddene Long and Wally Wiwchar. Hilary Short and Leo Steven continue their terms as directors.

After helping to establish The Change Foundation (TCF), and after nine years of leadership at the helm of this leading Canadian health research organization, Foundation President and CEO Gale Murray retired at the end of January 2006.

A retirement party for Gale was organized by the Foundation board and the staff. About 150 guests came to the party to offer their best wishes and to celebrate the Foundation’s achievement under Gale’s leadership. “Gale is the first and only president that The Change Foundation has ever had and I want to thank her for her many years of leadership and dedication in the service of health system change and innovation”, said TCF Board Chair Tony Dagnone. “Through her many years of dedicated service, Gale has built a dynamic and vibrant organization with a track record of producing new ideas and creative solutions to the challenges facing our health care system.”

In her retirement party speech, Gale thanked the Foundation staff, board members, committee members and TCF partners for their dedication and contribution to creating the Foundation and making it an essential part of the Ontario health care landscape. Gale noted that leading The Change Foundation and maintaining a partnership with the Ontario Hospital Association had been incredibly exciting, and one of the most rewarding opportunities of her career. There are four main accomplishments in which Gale said she takes great pride:

- Helping lead the advancement of evidence-based decision-making in healthcare, beginning with the production of the annual Financial Review of Ontario Hospitals publication, and more recently with studies on the impact of chronic disease management;
- Supporting innovation in research through activities like the Future Scenarios for Health Care and Hospitals of the Future initiatives, as well as putting theory to practice
through the Change Initiative Grants Program;
• Building a strong provincial, national and international network of partnerships with organizations such as the Ontario Ministry of Health and Long Term Care, Canadian Council of Health Service Executives and the King’s Fund in the United Kingdom; and
• Helping the OHA to establish the OHAfrica Initiative to fight HIV/AIDS in Lesotho, Africa.

In 2005/2006, the Foundation continued to build on its grants program through partnerships. Since 2001 the Ministry of Health and Long Term Care (MOHLTC) has been the Foundation’s co-funder for the grant’s program. The Ministry encourages the Foundation and grantees to make their findings available to MOHLTC staff for use in Ministry policy development. In addition, a new grants program for nursing research was established in partnership with the MOHLTC Nursing Secretariat. At the grants luncheon in November 2005, ten Change Initiative projects and 8 nursing programs received awards. The themes of these awards incorporated the MOHLTC’s priorities and the Foundation’s key strategic direction on system transformation through increasing integration.

With the increased number of completed grants and research products being released, it is important for the Foundation to establish a strong knowledge transfer program to move knowledge to practice. Julie Gilbert was appointed as the knowledge transfer manager in 2005 and has since led the Foundation in its role of informing decision-makers of the best evidence available.

Established and endowed by the OHA, the Foundation values a close working relationship with the OHA, believing this to be beneficial to both organizations. The OHA is currently developing a new strategic direction for itself and the Foundation will create its new strategic plan in the summer of 2006 which will complement the OHA strategic directions. More details on the strategic planning process and outcome will become available in summer 2006.

The success of the Foundation is due to the strong leadership of the board both in setting the strategic directions of the Foundation and through their work on behalf of the Foundation. We thank them for their vision for the Foundation and their commitment in achieving this vision. We also want to extend our thanks to the staff and volunteers for their efforts on behalf of the Foundation. They are much appreciated.

We look forward to another productive year in partnership with the board and staff, the OHA and MOHLTC, our grant recipients and the other organizations and individuals who participate with us to improve health and health care.

MESSAGE FROM THE BOARD CHAIR AND INTERIM PRESIDENT

Lorne Zon, Interim President & CEO
Tony Dagnone, Chair Board of Directors
Since it began in December 2004, the OHAFrica project has had a significant impact on the lives of thousands of people living with HIV/AIDS in the small African country of Lesotho. With over 1,200 people on lifesaving antiretroviral drugs, the Tšepong “Place of Hope” Clinic is considered the leading HIV/AIDS treatment centre in the country.

Working in partnership with the Government of Lesotho over the past year and a half, OHAFrica has helped establish Lesotho’s first public antiretroviral (ARV) drug treatment centre, the Tšepong “Place of Hope” Clinic. Supported by OHAFrica, the Tšepong Clinic quickly became the largest antiretroviral drug treatment centre in Lesotho. The OHAFrica team of Canadian health care professionals works alongside local health care providers to counsel, test and treat approximately 450 patients each month. By March 2006, there were over 4,400 HIV-positive patients registered at the clinic, and over 1,200 patients actively enrolled on life-saving antiretroviral drugs.

In addition to providing patient care, OHAFrica is focused on supporting training initiatives to encourage the development of locally sustainable HIV/AIDS treatment programs in Lesotho. In March 2006, OHAFrica supported a highly successful 10-day Integrated Management of Adolescent and Adult Illness (IMAI) training workshop organized by the World Health Organization, geared specifically for ARV treatment. OHAFrica is a partner in additional IMAI workshops planned over the rest of 2006.

In Canada, OHAFrica continues to engage the interest and support of Canadians across the country. In November 2005, OHAFrica received national attention through the multiple television broadcasts of the award-winning documentary film, Tšepong: A Clinic Called Hope on CBC and CBC Newsworld. The film has since been shown at several events and film festivals, and has prompted many individuals and organizations to offer their support to the project.

Ensuring the sustainability of OHAFrica is a top priority for The Change Foundation, whose initial grant commitment of $1.5 million comes to an end in March 2007. OHAFrica has established an Expert Panel for Sustainability to bring together key stakeholders and interested individuals, including Stephen Lewis, the UN Secretary General’s Special Envoy for HIV/AIDS in Africa. OHAFrica has also established a strong relationship with Dr. Anne-Marie Zajdlik and the Masai Centre for Local, Regional and Global Health in Guelph, which in February 2006 launched a regional fundraising campaign in support of the Tšepong Clinic. Most recently, the Ontario Hospital Association’s Greystone Health Trust made a significant contribution of $650,000 to OHAFrica.

OHAFrica is helping to bring hope to many people living with HIV/AIDS in Lesotho. We look forward to working with our partners and supporters to ensure the sustainability of OHAFrica’s lifesaving work for many years to come.

For more information about OHAFrica, visit www.ohafrica.ca.
Knowledge Transfer Programs

At the Foundation, new knowledge is created through applied health services research and through innovative projects funded by the grants programs. The transfer of this knowledge is a priority for the Foundation and accomplished through development and education programs which promote broad change within Ontario’s health care system. Funding from the Ministry of Health and Long Term Care to the Change Initiatives Grants Program also supports work in the areas of evaluation, knowledge transfer and uptake.

Knowledge Transfer in the Grants Program

Workshops for Change Foundation Grantees – Sustainability and Knowledge Transfer

On November 22, 2005, two workshops were held in conjunction with the Foundation’s Awards Luncheon. The morning workshop focused on Innovation Sustainability and the afternoon’s focus was on Knowledge Transfer. The workshops were jointly organized by The Change Foundation and the Ministry of Health and Long-Term Care, Research Unit and Nursing Secretariat.

Guidelines for Your Health (Post Grant)

Working with the Ontario Guidelines Collaborative, the Foundation has developed an evidence based clinical guidelines website for consumers. The site was reviewed by The GAC for accuracy and consistency of content with physician clinical guidelines. The consumer site was launched in November 2005. It can be found at www.guidelinesforhealth.com.

Knowledge Transfer through Strategic Alliance with HCTP

Hospital Involvement in Community Action

The Foundation through our Strategic Alliance with the Health Care Technology and Place program at the University of Toronto is supporting Blake Poland from the department of Public Health Sciences in an initiative to translate his group’s research on collaboration between hospitals and community-based groups. The work will involve a series of workshops and the development of tools for hospitals, agencies and local networks to use when undertaking collaborative activities.

Research-Based Theatre in Traumatic Brain Injury (TBI)

Research-based theatre is a highly innovative approach for knowledge transfer, linking qualitative research to dramatic interpretation and making research more vital, tangible, and relevant. In this project, the team will develop and evaluate a research-based dramatic production that is designed to educate health care professionals, managers and decision makers about traumatic brain injury. The project also includes a literature review of research-based theatre and an evaluation of the play, based on learning outcomes of the audience.

Knowledge Transfer through Education

TCF and OHA Joint Project to Develop a Curriculum for Health Care Governance Education

In 2005, the OHA and its Governance Leadership Counsel published the Guide to Good Governance and are now ready to work on the development of a curriculum to support excellence in health care governance in Ontario. The Change Foundation is partnering with the OHA on the development of this curriculum.

Health Leadership Development Program

Since 2002, The Change Foundation in partnership with the Joseph L. Rotman school of Management, University of Toronto and the UK based King’s Fund offered a four week program for senior health care managers.

UK/Canada Executive Exchange Program

Since 1998, The Change Foundation, and The King’s Fund in London, England have been co-sponsoring one week study programs in the UK in June or July for health care executives and other leaders who wish to learn more about the British health care system. Health care leaders from the UK then visit Canada each September.

Sweden Study Tour

Since 2002, The Change Foundation and Canadian College of Health Service Executives have been co-sponsoring a one-week study program in Sweden during the month of April/May.

Australia/New Zealand/Canada Health Executive Exchange Program

Since 2000, The Change Foundation and Canadian College of Health Service Executives have been co-sponsoring a two-week study program in four cities in Australia/New Zealand.
Other

Strategic Directions for Health Human Resources in Ontario

The Ontario Hospital Association and The Change Foundation jointly sponsored an invitational symposium in June 2005 entitled “Provincial Health System Human Resources Planning in a LHIN Environment – Central Policy vs. Local Action” to address the responsibilities of provincial and local authorities in health human resources planning. Participants of this symposium heard about leading edge practices in health human resources strategic planning in Canada and other jurisdictions. They also had the opportunity to provide feedback on the OHA’s Provincial HHR Strategic Advisory Group’s proposal for developing and implementing a health human resources strategy for Ontario hospitals.

In January 2006, The Change Foundation and the OHA once again came together to jointly sponsor a Think Tank called “Vision 2020: Strategic Directions for Ontario Health Human Resources Planning”. Forty-five health care leaders were invited to explore and set direction for health human resource development in Ontario to meet future needs. Critical to this process was the creation of a shared vision of health care for 2020 and articulation of strategic directions for aligning health human resources to that vision.

Grants Program

The Change Initiative Grants Program is a joint partnership between The Change Foundation and the Ontario Ministry of Health and Long Term Care supporting innovations to improve health and health care delivery in Ontario. From 1997 through 2005, 75 grants have been awarded totaling $6.0 M. The funding has been matched with an additional $9.0 M and in-kind contributions from the projects and their partners.

The 2005 Grants Program goal was to support Ontario Health System Transformation by enhancing organizational integration through LHINs and supporting disease management. Ten projects received funding totalling $822,000. The winning teams were recognized at the Awards Luncheon on November 22, 2005.

Malcolm Anderson Visiting fellow at TCF, speaks to audience of grantees at the workshop on Innovation and sustainability as Gale Murray looks on.

Grants Awarded in 2005

Integrated Delivery of Community Health Information to the Hospitals through the CHIN
Community Care Access Centre (CCAC) of Waterloo Region with Grand River Hospital; and the University of Waterloo (2005), $43,000 grant

Enhancing Self-Management of Diabetes and Depression in Primary Care through Peer Support
Hamilton HSO Mental Health & Nutrition Program, a service of St. Joseph’s Healthcare Hamilton with Hamilton Branch, Canadian Diabetes Association; Diabetes Hamilton; and Mental Health Rights Coalition (2005), $40,000 grant

Virtual Tours of Placement Destinations
Hotel-Dieu Grace Hospital with Windsor Regional Hospital; Windsor Essex Community Care Access Centre; Windsor-Essex County Real Estate Board; and the Hospitality Network (2005), $100,000 grant

Time to Treat Initiative for Lung Cancer Patients and PERLA (Patients with Early Resected and Locally Advanced) Lung Cancer Clinic
Lung Cancer Canada with Toronto Sunnybrook Regional Cancer Centre (Sunnybrook & Women’s Health Sciences Centre); and Toronto East General Hospital (2005), $100,000 grant

NephWeb: A System that Decreases Wait Times, Efficiently Allocates Limited Resources, and Reduces Demand on Acute Care Hospitals
Sunnybrook & Women’s College Health Sciences Centre with Ortho Biotech; Nightingale Informatix Corp.; Forrest Green Consulting Corporation; North Network; and Canadian Hypertension Education Program (2005), $100,000 grant
Enhancing the Co-ordination and Standardization of Regional Cancer Surgery  
The Ottawa Hospital with The Queensway Carleton Hospital; The Montfort Hospital; and Cancer Care Ontario - Surgical Oncology Program (Communities of Practice) (2005), $100,000 grant

Multi-site Telehealth Cardiac Rehabilitation Program for Residents of Northwestern Ontario  
Thunder Bay Regional Health Science Center with Nipigon District Memorial Hospital; Atikokan General Hospital; Manitouwadge General Hospital; Wilson Memorial General Hospital; and Lakehead University (2005), $38,890 grant

Using Automated Telephone Calls to Improve Disease Management and Compliance in Heart Attacks  
University of Ottawa Heart Institute with TelASK (2005), $100,000 grant

Creating an Integrated Network of Hospital-Based Smoking Cessation Programs in the Champlain LHIN of Ontario: An Example of Health System Transformation  
University of Ottawa Heart Institute (UOHI) with Professional Training and Consultation Centre; 18 Champlain LHIN Hospitals; and Eastern Ontario Public Health Unit (2005), $100,000 grant

The Wellness Project: Creating and Implementing Wellness Plans with Peer Support for Inpatients of a Schizophrenia Program  
University of Ottawa Institute for Mental Health Research with Champlain District Mental Health Network; and Psychiatric Survivors of Ottawa (2005), $100,000 grant

Grants in Progress

Harnessing Consumerism in Health and Health Care - User Tracking and Analysis of Publicly Reported Cancer Treatment Wait Lists  
Cancer Care Ontario (2003), $100,000 grant

Building Colorectal Cancer Screening Capacity: Development and Evaluation of New Training, Assessment and Licensing Processes for Non-Physician Endoscopists  
Cancer Care Ontario with Sunnybrook and Women’s College Health Science Centre; Princess Margaret Hospital; and the Michener Institute for Applied Health Sciences (2004), $90,000 grant

An Online Course in Infection Control and Prevention for Interdisciplinary Health Care  
Centennial College with Toronto East General Hospital; Ontario Pharmacists’ Association, Centre for Effective Practice; Department of Family and Community Medicine, University of Toronto (2004), $100,000 grant

Nurse Practitioners in Critical Care within Community Hospitals to Enhance Clinical Outcomes  
Grey Bruce Health Services with the University of Toronto, and the Critical Care Unit of Grand River Hospital (2004), $99,400 grant

Palliative Care Education for Community-Based Family Physicians  
Hospice of Windsor & Essex County with Transition to Betterness, Windsor Regional Cancer Center, Community Care Access Center, and the University of Windsor, and Family Physicians (2004), $100,000 grant

Better Health Care Through Better Information Management  
Loeb Health Research Institute with Canadian Institute for Health Information, The Ottawa Hospital, Med 2020, and Queensway-Carleton Hospital (1999), $50,000 grant

Reducing Work Flow and Work Space: Responding to the Workforce and Consumer Demand  
Queen’s University (2003), $100,000 grant

Reducing the Demand for Health Services – Co-opting Corporate Canada  
Richard Ivey School of Business, University of Western Ontario with the Centre for Health Promotion Research, University of Lethbridge; Canadian Pacific Railway, Ltd.; and the Victorian Order of Nurses (2004), $80,000 grant

Measuring Community Nursing Workload: Responding with Innovation  
Saint Elizabeth Health Care with Workflow Integrity Network, Kingston, Ontario and the Department of Physical Medicine and Rehabilitation, Queen’s University (2004), $72,000 grant

Pre-Diagnosis Assessment Centre: Increase Access to Care with Early Arthritis Clinics  
Southlake Regional Health Centre (2003), $52,500 grant
Supporting Health Care Rationalization By Creating A Virtual e-Hospital
Sunnybrook and Women's College Health Science Centre with Rouge Valley Health System, The Scarborough Hospital, The Toronto East General Hospital, North York General Hospital, and Markham Stouffville Hospital (2004), $94,500 grant

Measuring Best Performance and Value for Hospital Infrastructure Support
The Credit Valley Hospital with Queen's University, Department of Physical Medicine and Rehabilitation; Farrow Partnership, Architects Inc., Toronto; and Workflow Integrity Network, Kingston (2004), $100,000 grant

Creating a Population Health Collaborative: A Pilot Project Proposal
The Ottawa Hospital with Centretown Community Health Centre; Institute for Population Health, University of Ottawa; Champlain District Health Council; and the City of Ottawa Public Health (2004), $100,000 grant

Innovations in Nurse Retention, Quality of Worklife, and Patient-Centered Care
University Health Network (2003), $100,000 grant

Informing Advance Care Planning: What Are We Really Talking About?
University Health Network with the Medical Legal Society of Canada (2004), $15,400 grant

Development and Evaluation of a Technology-Based Triage and Tailored Disease Management System for the Secondary Prevention of Cardiovascular Disease
University of Ottawa Heart Institute Foundation (2003), $100,000 grant

Decision Support Simulation Model for Resource Management of an Acute Care Hospital
University of Toronto, Research Services (2003), $85,000 grant

The Arthritis Internet Clinic: Improving Disease Management in Rheumatology through Increased Patient Access to Allied Health Services
Arthritis Institute with St. Joseph’s Health Care; and Lawson Health Research Institute, London (2002), $82,500 grant

Development and Evaluation of Internet Training Courses for Cancer Patients
Centre for Global eHealth Innovation (2002), $100,000 grant

A Virtual Resource and Forum on the Continuum of Care for Joint Replacement Patients and Families
GTA Rehab Network (2003), $100,000 grant

Expansion of Primary Angioplasty in an Integrated and Step-wise Manner to Patients Presenting to Community Hospitals with Myocardial Infarction
Hamilton Health Sciences with St. Joseph's Health Care; and Niagara Health Systems (2002), $98,000 grant

Home Nocturnal Haemodialysis in Children with Chronic Renal Failure
Hospital for Sick Children (2002), $80,600 grant

Newborn and Early Childhood Screening for Treatable Genetic Disorders in the Old Order Amish Population of South-Western Ontario
London Health Sciences Centre for Research Inc., with Perth District Health Unit Organization; Children's Hospital of Western Ontario; Lawson Health Research Organization Institute; and Listowel Memorial Hospital (2002), $60,000 grant

Toward Creating Supportive Environments for Persons with Serious Mental Illness Using A Population Health Approach
London Health Sciences Centre with Consortium for Applied Research and Evaluation in Mental Health and Western Ont. Therapeutic Community Hostel; London Mental Health Crisis Service; University of Western Ontario, Lawson Health Research Institute; London Police Force; and Ontario Ministry of Correctional Services (2001), $200,000 grant over 3 years

The HOME PLUS Program to Reduce the Demand for Chronic Haemodialysis in Acute Care Hospitals
Sunnybrook and Women's College Health Science Centre (2003), $100,000 grant

Improving Colon Cancer Staging through a Blended Knowledge Translation Program Aimed at Surgeons and Pathologists
Toronto Sunnybrook Regional Cancer Centre, with Toronto Sunnybrook Cancer Centre (2002), $100,000 grant

Aggression Problems in Young Children: Early Intervention in a Community Based Approach
University of Toronto with the Centre for Addiction and Mental Health, Clarke Division; Kids Network; and Parenting for Better Beginnings at Regent Park Community Health Centre (2001), $100,000 grant
Nursing Research Initiatives

In 2005 The Change Foundation partnered with the Nursing Secretariat of the Ontario Ministry of Health and Long Term Care to fund Nursing Research Initiatives to improve nursing practice by focusing on recruitment and retention, scope of practice, accessibility, and sustainability. The Ministry provides $1M in funding, and The Change Foundation provides in-kind contribution of infrastructure support to oversee the competition and administer the program funding.

In 2005, 8 projects were awarded funding totalling $800,000 to implement, evaluate and transfer the learning from their work to improve nursing practice across the province. The winning teams were recognized at the Awards Luncheon on November 22, 2005.

2005 Awards

Innovations in Nurse Retention and Patient Centered Care
University Health Network (2005), $100,000 funding

Clinical Cultural Competence Capacity Building (CCCCB)
Centre for Addiction and Mental Health with Faculty of Nursing, University of Toronto; and the Pacific Institute for Research and Evaluation (PIRE) (2005), $100,000 funding

Implementing and Evaluating the New National Standards of Rehabilitation Nursing
Toronto Rehabilitation Institute with the University of Toronto (2005), $100,000 funding

Development and Implementation of an Electronic Nurse-Sensitive Documentation System
Kingston General Hospital with Queen’s University, Faculty of Nursing and Faculty Anesthesiology (2005), $100,000 funding

Nursing Guidelines for End-of-Life Care in Long Term Care Settings
Sun Parlor Home for Senior Citizens with Leamington Nursing Home; Leamington Mennonite Home; Leamington District Memorial Hospital; Windsor-Essex Community Care Access Center; and Hospice of Windsor and Essex County (2005), $100,000 funding

A Critical Care Bridging Program to Prepare Baccalaureate Nursing Students for Hospital Practice
The University of Western Ontario School of Nursing with London Health Sciences Centre; University Health Network (UHN), Toronto; and William Osler Health Centre, Brampton (2005), $100,000 funding

Advancing Evidence-Based Nursing Practice with Hand-Held Technology
York University with York Central Hospital; and Royal Victoria Hospital (2005), $100,000 funding

The Ottawa Hospital Clinical Nurse Expert Assignment Initiative
Nursing Professional Practice Department - The Ottawa Hospital with The Rehabilitation Centre of Ottawa; and The Heart Institute (2005), $100,000 funding.
Research Programs

Completed Studies

**Advanced Medical Decision-Making in Long Term Care: Patient, Provider and Policy Perspectives – February 2006**

This report details a two-year research program investigating the use of advance directives in long term care facilities. Advance directives have the potential to be an important means of ensuring that patients receive the kind of care they desire, improving and facilitating the dying process, and in the long run controlling costs and influencing the use of human and material resources in long-term care facilities by discouraging treatments not desired by the patient. This program of research has begun to define the parameters of the advance directive ecosystem and suggests areas of strength and weakness that can be employed to guide both research and clinical practice.


The Change Foundation with Deloitte & Touche and CIBC released the 2005 Annual Financial Review for Ontario Hospitals. This report analyses the audited financial statements of 154 Ontario hospitals (100% participation rate) in 2004/2005 and compares them with data in the past five years. The report identifies important trends in the financial health of Ontario hospitals, and highlights significant changes within Ontario’s health care environment that may impact on hospital finances. Highlights of the report findings indicate a significant number of hospitals continue to be in deficit; the cumulative debt of Ontario hospitals is growing year over year and community and teaching hospitals have a low level of liquidity.

**Health System Update – 12th Edition – October 2005**

The Health System Update (HSU) 12th edition is prepared jointly by The Change Foundation and The Canadian College of Health Services Executives. The report seeks to report to readers the most accurate, comprehensive and up to date information available about health system developments across Canada. The 12th edition, different from the previous 11 volumes, includes a new section which compares trends across provinces and territories, and over time.

**Rising Tide: Understanding Demand in Health and Health Care**

*May 2005, The Change Foundation*

This is a synthesis of the literature quantifying drivers of demand in Canada, contrasting with international data, especially in the following areas: consumerism; science and technology; and demographic trends.

**Turning the Tide on the Demand for Health Care: A Synthesis of Demand Management Synthesis**

*May 2005, The Change Foundation*

This research synthesis focuses on the demand gap and demand management, the qualitative and quantitative dimensions of demand, and examines strategies to better align demand for and supply of health and health care. The focus of the research synthesis is the question of ‘the efficacy of demand management strategies in developed health care systems’.

**Sharing Accountability for Patients: Lessons from CHF – April 2005**

Soaring rates of chronic disease and the need to stretch health care funding are making service integration and continuity of care two of the biggest concerns in health care. This study, which builds on The Change Foundations’ previous work Factors for Sustainable Disease Management Programs, was undertaken to obtain information about the care delivered to clients with Congestive Heart Failure (CHF). The study identifies the support that providers and managers need to deliver seamless care.

Current Studies Underway

**Integrating Clinical Care through Disease Management – Evaluation of PRIISME Projects**

Sponsored by GlaxoSmithKline, PRIISME is a new initiative focused on the optimal management of chronic disease. It offers a multi-disciplinary primary care model that improves health outcomes for patients with asthma, chronic obstructive pulmonary disease (COPD) and diabetes. Five Ontario hospitals were involved — Credit Valley, Trillium, Kingston General, Ottawa Hospital, and London Health Sciences. The Foundation is undertaking an evaluation which focuses on patient outcomes, system-level indicators of success and cost-effectiveness measures. Another dimension of the evaluation is to look at the sustainability of the program as an innovation in health care delivery.
Being Prepared is Being Protected: A Healthcare Worker’s Learning Portal for Protection Against Pandemic Severe Respiratory Infections

The Foundation is currently in discussion with a research team led by Dr. Dick Zoutman to conduct a research project on training and preparation for managing severe respiratory illness such as pandemic influenza for hospitals in Ontario. This project is developed by Dr. Zoutman and his team and will be part of the Foundation’s research focus on “Protecting the "Faces" of Health Care Workers”. The funding will come from the Imperial Oil Foundation grant, provided to the Ontario Hospital Association (OHA), through The Change Foundation (TCF), to improve infection control. The project will develop a comprehensive learning portal complete with educational material templates and assistive materials to permit hospitals to plan effectively for a pandemic of severe respiratory illness. In particular, emphasis of this project will be respiratory protection in the face of a severe respiratory illness, due to a known or unknown agent. Dispelling fear means replacing the void with knowledge, an understanding of how respiratory infections are spread and what personal protective equipment can be used to provide protection to health care workers as they seek to play their roles in the management of a pandemic of severe respiratory illness.

The Change Foundation Post-Doctoral Fellowships and Visiting Fellows

This Research Fellowship is designed to provide applied health services research (policy, management and service delivery) experience for recent Ph.D. graduates in a Canadian setting. It will also grant an opportunity for young researchers to work in an applied setting that has close ties to the health care community.

Julia Witt: Health System Update
April 2005-September 2005

To examine health system changes within Canada and in other jurisdictions in 2004/2005; and to conduct a trend analysis of changes in policy, health services organization, delivery, and management practice; and the impact of these changes on health leaders.

Malcolm Anderson: Sustaining Innovation
January 2005-December 2005

To examine the factors in sustaining innovation in health care organizations through the evaluation of the Foundation’s change initiative grants between 1997 and 2004.
Auditors’ Report on Summarized Financial Statements

To the Members of
The Change Foundation

The accompanying summarized statement of financial position and statement of operations are derived from the complete financial statements of The Change Foundation as at March 31, 2006 and for the year then ended on which we expressed an opinion without reservation in our report dated May 3, 2006. The fair summarization of the complete financial statements is the responsibility of management. Our responsibility, in accordance with the applicable Assurance Guideline of The Canadian Institute of Chartered Accountants, is to report on the summarized financial statements.

In our opinion, the accompanying financial statements fairly summarize, in all material respects, the related complete financial statements in accordance with the criteria described in the Guideline referred to above.

The comparative figures were reported on by another firm of chartered accountants.

These summarized financial statements do not contain all the disclosures required by Canadian generally accepted accounting principles. Readers are cautioned that these statements may not be appropriate for their purposes. For more information on the entity’s financial position, results of operations and cash flows, reference should be made to the related complete financial statements.

Tinkham & Associates LLP
Chartered Accountants

Toronto, Ontario
May 3, 2006
### Summarized Statement of Financial Position

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<td><strong>ASSETS</strong></td>
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<td>Cash</td>
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<td>Investments</td>
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<td><strong>LIABILITIES</strong></td>
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<td>Accounts payable and accrued liabilities</td>
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<td>Deferred revenue</td>
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<td>Employee future benefits</td>
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<td><strong>Total Liabilities</strong></td>
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<td><strong>FUND BALANCES</strong></td>
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<td><strong>Total</strong></td>
<td>58,027,650</td>
<td>55,789,217</td>
</tr>
</tbody>
</table>

### Summarized Statement of Operations

#### Year ended March 31, 2006

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment income</td>
<td>2,515,918</td>
<td></td>
</tr>
<tr>
<td>Amortization of deferred revenue</td>
<td>735,005</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>212,281</td>
<td></td>
</tr>
<tr>
<td>Realized gain on investments</td>
<td>2,015,267</td>
<td></td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>5,478,471</td>
<td></td>
</tr>
<tr>
<td><strong>Expenditures</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Investment expenses</td>
<td>34,465</td>
<td></td>
</tr>
<tr>
<td>Grants</td>
<td>1,482,150</td>
<td></td>
</tr>
<tr>
<td>Research and analysis</td>
<td>623,567</td>
<td></td>
</tr>
<tr>
<td>Education</td>
<td>220,196</td>
<td></td>
</tr>
<tr>
<td>Development projects</td>
<td>844,458</td>
<td></td>
</tr>
<tr>
<td>Administrative</td>
<td>516,399</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>3,721,235</td>
<td></td>
</tr>
<tr>
<td><strong>Net operating income</strong></td>
<td>1,757,236</td>
<td></td>
</tr>
</tbody>
</table>
Board of Directors and TCF Staff

Directors of the Foundation (to July 2005)

Shirlee Sharkey
Chair, Board of Directors
Chair, Strategic Planning Committee
Member, Executive Committee
Member, Governance Committee
Exofficio Member, All Committees

Douglas Anderson
Past Chair, Board of Directors
Past Chair, Grants Committee
Vice Chair, Ways and Means Committee
Member, Grants Committee
Member Executive Committee

Heather Connelly
Chair, Governance Committee
Member, Strategic Planning Committee

Dennis Egan
Chair, Grants Committee
Past Chair, Research Committee
Member, Strategic Planning Committee

Ted Freedman
Past Chair, Board of Directors
Member, Strategic Planning Committee
Member, Governance Committee
Member, Executive Committee

Dr. Joe Gilbert
Member, Research Committee

Dr. Alejandro Jadad
Member, Development & Education Committee

John Lind
Treasurer, The Board of Directors
Chair, Ways & Means Committee
Member, Grants Committee
Member Executive Committee

Ron Kaczorowski
Member, Grants Committee

Gale Murray
President and CEO
Member, All Committees

Roy Murray
Chair, Development & Education Committee
Member, Ways and Means Committee
Member, Strategic Planning Committee
Member Executive Committee

Hilary Short
Member, Board of Directors
Ontario Hospital Association Representative

Dr. Peter Singer
Chair, Research Committee

Leo Stevens
Member, Board of Directors

Dr. Mike Thoburn
Vice Chair, Board of Directors
Chair, Strategic Planning Committee
Member, Governance Committee
Member, Executive Committee
Directors of the Foundation (August, 2005 to Present)

Tony Dagnone
Tony Dagnone became President and Chief Executive Officer of University Hospital, London in 1992. He was named Chief Executive Officer of the amalgamated Victoria/University Hospitals, now called London Health Sciences Centre, in October 1995. Prior to joining University Hospital, Mr. Dagnone spent 25 years at Royal University Hospital in Saskatoon, Saskatchewan, including 15 years as President and Chief Executive Officer. Mr. Dagnone served as Chair of the Ontario Hospital Association in 2003/04. In September 2001, he was appointed to the Board of Cancer Care Ontario. Mr. Dagnone is also a Member of the Order of Canada.

Gail Donner
Gail Donner is a Professor and Dean Emeritus in the Faculty of Nursing, University of Toronto and Partner in donnerwheeler, Career Planning Consultants. Ms. Donner is currently a member for the Board of Trustees of the Hospital for Sick Children in Toronto. She has a lengthy record of voluntary leadership and service with organizations such as the Heart and Stroke Foundation of Ontario, Ontario Medical Association and the United Way of Greater Toronto. Ms. Donner has also held a wide variety of government and community appointments, including contributions to the Ontario Hospital Association, Health Services Restructuring Commission and Ministry of Health and Long Term Care. Ms. Donner is a Member of the Order of Ontario.

W. Scott Dudgeon
Scott Dudgeon is Executive Director of the Canadian Collaborative Mental Health Initiative. This national initiative is funded by the Primary Health Care Transition Fund to stimulate changes to strengthen the delivery of mental health care in primary health care settings. He has served as Executive Director of the Toronto District Health Council, as Vice President, Planning and Support Services at the Humber River Regional Hospital and as Acting President and Chief Executive Officer of the Humber Memorial Hospital. Mr. Dudgeon is a Member of the Canadian College of Health Services Executives, and a Lecturer on health administration at the University of Toronto and at York University. Mr. Dudgeon is a member of the Board of Directors of Bloorview MacMillan Children’s Centre and Chair of their Building Development Committee.

John Hudson
John Hudson was elected as Chair of the Board of Directors of Kingston General Hospital in June 2003. Prior to that, Mr. Hudson served on the Kingston General Hospital’s Board as Vice Chair and as a representative of the Quinte Health Care Corporation (QHC). Mr. Hudson served as QHC’s Board Chair until 2001. He was also a founding member of Peel Memorial Hospital’s Foundation, and served as Chair of that hospital’s Finance Committee. Mr. Hudson is the former President and Chief Executive Officer of Voyageur Insurance Company, a federally licensed health and accident insurer and a former Director of Warren Group PLC, London International Lloyd’s insurance brokers.

Teddene Long
Teddene Long is an Executive Member of the Board of York Central Hospital, and is currently the Chair of the Ontario Hospital Association’s Governance Committee. A retired health care executive, Ms. Long has worked as Executive Director of the Victorian Order of Nurses, York Branch, as a health sector consultant, and in numerous senior management positions at the Home Care program for Metropolitan Toronto. Ms. Long is also an active volunteer, and has served as President of the Board of Directors, Palliative Care Services for York Region and as Chair of the Board of Directors of York Region’s Council on Aging.

Gale Murray – Retired January, 2006
Gale Murray was appointed as the Founding President & CEO of The Change Foundation in 1997. Gale brings to her role broad based public and private sector experience in health care management and planning including six years as the CEO for VON (Ontario). She has also served
as the Executive Director of the Manitoulin and Sudbury District Health Council, and as the Regional Director for Extendicare for Northern Ontario. Earlier in her career she worked in the Department of Social Services in New Brunswick. Gale holds a Master degree from the University of Toronto in Political Economy and a B.A. from York University in Political Science.

**Hilary Short**
Hilary Short was appointed President and Chief Executive Officer of the Ontario Hospital Association in November 2003. Ms. Short’s career at the Association began in 1974. Prior to becoming President, she had held a number of senior leadership positions, including Chief Operating Officer and Vice-President, Member Relations, Policy and Public Affairs. Ms. Short is actively involved with the Canadian Healthcare Association as a member of their CEO Forum and is a long-time volunteer member of the Board of Directors of COTA, a provider of community-based home care and mental health services. Ms. Short holds a Master’s Degree in Classics from Cambridge University and is a Certified Health Executive with the Canadian College of Health Service Executives.

**Leo Steven**
Mr. Steven is President and CEO of Sunnybrook and Women’s College Health Sciences Centre. Mr. Steven has more than 30 years of hospital leadership experience, including as President and Chief Executive Officer of William Osler Health Centre in Toronto and the Children’s Hospital of Eastern Ontario, in addition to senior positions at the Victoria Hospital in London and The Hospital for Sick Children in Toronto. Mr. Steven is a past Chair of the Ontario Hospital Association, past Chair of the Catholic Health Association of Canada, past Chair of the Catholic Health Association of Ontario, and he sits on several boards and advisory panels relating to healthcare. He is a member of both the American and Canadian College of Health Service Executives.

**Wally Wiwchar**
Mr. Wiwchar enjoyed a 36-year career as a Teacher, Vice Principal and Special Education Consultant with the Timmins Board of Education, and is currently an independent businessman. Mr. Wiwchar is actively involved with the Ontario Hospital Association, and currently serves on its Board of Directors, as its Treasurer, and as Chair of its Finance Committee. In addition to his work with numerous volunteer community and charitable groups, Mr. Wiwchar is a past Board Chair of both the Timmins and District Hospital and St. Mary’s General Hospital and a Trustee of the Greystone Trust.

**TCF Staff**

**Gale Murray**
President and CEO – Retired
January, 2006

**Lorne Zon**
Interim President and CEO

**Douglas Miller**
Chief Financial Officer

**Elaine Coyle**
Administrative Coordinator

**Program Staff – Grants, Development & Education**

**Linda Cash**
Program Manager – Retired

**Hasmik Beglaryan**
Grants Manager

**Victoria Wolno**
Program Coordinator

**Program Staff – Research**

**Jiahui Wong** (M.D., PhD)
Research Manager

**Julie Gilbert** (PhD)
Knowledge Transfer Manager

**Research Visiting Fellows**

**Malcolm Anderson** (PhD)

**Research Post Doctoral Fellows**

**Julia Witt** (PhD)

**OHAfrica**

**Alicia Homer**
Manager